Metrics: The True Measure of a Unit?

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Why are metrics used?

- Measure process effectiveness/efficiency
- Reinforce organizational goals & policy
- Align overall & subordinate processes
- Affect behavior

Benefits of metrics

- Most important organizational activities must be measured so that members bring about needed outcomes
- Improve process effectiveness & efficiency
- Analyze trends, anticipate future circumstances & requirements
- New metrics can focus attention on new requirements

Problems with metrics

- People create metrics to measure possible rather than necessary activities and outcomes
- People use internal rather than customer-chosen metrics
- People game system - obtain rewards, avoid criticism
- Leader micro-management crowds out “leading”
  - Setting organizational direction & prioritizing
  - Anticipating and adjusting to changing circumstances
- Out-dated requirements skew metrics
- Alignment goal- Change to measure the right things

How RCMA uses metrics

- Monitor RESCEN and unit results
- Trend analysis
  - Laggards often remain laggards
    - Sometimes due to systemic obstacles
    - Sometimes due to lack of command attention
- Prioritization of effort & other resources
- Feedback to leaders
- Ranking of leaders (w/context)
- Customer satisfaction?
  - Supported command
  - SELRES

Outcome & metric comparison

Outcome	Metric available?	Metric accurate?	Metric useful?
95% Med readiness	Yes – RAMIS	Yes but delayed	Yes
95% Dental readiness	Yes - RAMIS	Yes but delayed	Yes
Page 2 designation	No	N/A	N/A
SGLI beneficiary election?	No	N/A	N/A

Outcome & metric comparison

Outcome	Metric available?	Metric accurate?	Metric useful?
Supported command satisfaction	No	N/A	N/A
SELRES satisfaction	Yes	Yes but delayed	Yes

Metrics Reporting History

- 2000 – 2002: Dashboard Indicators
  - Public Website, No Drilldown Capability
  - Subjective, Quarterly Field Input
  - Cryptic Box-plot Charts
- Oct 2003: CO Metrics
  - NR HQ – Ech VI Access in Secure Environment
  - Authoritative Data displayed with Business Rules
  - A Management Tool (RUIC view)
- 2004: TYCOM Readiness Management System
  - Incorporate into Navy's Balanced Scorecard

CNRFC CO Metrics

- ✓ Field Trial: RedCom Mid-Atlantic (Aug 2003)
- ✓ Roll Out: Naval Reserve Web Pages (Oct 2003)
- • Complete subordinate visibility; limited visibility among peers.
- • On board assets use Data Warehouse / other authoritative data.
- • Snapshots refreshed Daily unless noted. Lacks trending capability.
- • Stop-light, table, graph displays (with drilldown to SSN).
- • Business Rules developed by CNRFC Metrics Team.
- ❑ Does not connect to Big Navy system. Efforts are portable to TRMS.

Directions

- https://reserves.navy.mil
  - Click on the "Mobilization & Readiness" tab.
- Unit ID: <Your 5-Digit UIC>
  - Echelon II/III through VI activities enter at their own levels.
- Password: p@ssw0rd (case-sensitive)
  - Password must be changed by the first authorized user.
- Navigate by clicking on the various hotlinks. These open chain of command drilldowns or display pertinent charts, graphs, and lists.

Types of Problems

- Data
  - Must be fixed at the Authoritative Data Source.
- Display
  - Supposed to be user friendly. Please contact us.
  - No fancy contractors.
- Business Rules
  - Example: ADSW folks counted against Medical.
  - All ID’d problems will be dealt with. This is an interim step toward TRMS.

Some Known Issues

- “Incorrect” NRA / Unit Names
- Can we see which Data Sources are used?
- When can we have more metrics?
  - Has to be computer-based.
  - Some add-ins soon; others with TRMS.
- When is the Hammer going to fall?

Customer Support

- Log In Difficulties
  - CNRFC N63 Helpdesk at 866-830-6466
- Current Content Issues
  - CDR Rick Russell 8-8468 / rick.russell@navy.mil
  - CDR Mark Law 8-0201 / mark.law@navy.mil
- Future
  - CNRFC TRMS Project Officer:

  CDR Chris Moore 8-5251 /
  chris.s.moore@navy.mil

Strategy

- Design a single, comprehensive, integrated Naval readiness reporting system
- Shift existing Reserve legacy systems to Navy Programs of Record
- Provide historical, current and projected readiness capability to CNO and Joint Warfare Commanders
- Include resource analysis capability (Balanced Scorecard)
- Reduce current RESFOR fiscal burden

Chief of Naval Operations Information Portal - Microsoft Internet Explorer

File Edit View Favorites Tools Help

PORTAL

My Info | My Interests | Channels | Publish | Library | Profile

Chief of Naval Operations Information Portal

First Time Visitors • Interface Selection •

CNO INFORMATION PORTAL

GO Jump to...

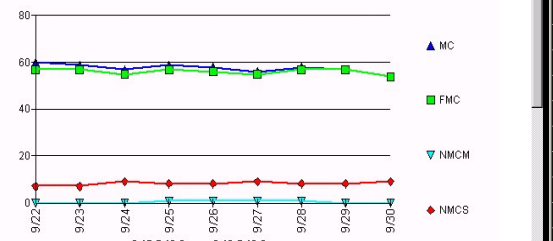
Newspage

Customize Newspage

MS Aviation Readiness — AMRR

Dates: 9/12/1999 - 10/12/1999 | Set as Default View | Add to My Views | USER: Steve Brower

CV-64 USS CONSTELLATION Readiness
MC/FMC/NMCM/NMCS



9/22/99 to 9/30/99

Dates:	9/22	9/23	9/24	9/25	9/26	9/27	9/28	9/29	9/30	Average
MC	60	59	57	59	58	56	58	57	54	57.56
FMC	57	57	55	57	56	55	57	57	54	56.11
NMCM	0	0	0	1	1	1	1	0	0	0.44
NMCS	7	7	9	8	8	9	8	8	9	8.11
FH	210	143	177	194	96	200	205	145	211	175.67
Sorties Flown	107	99	121	116	56	104	98	79	127	100.78

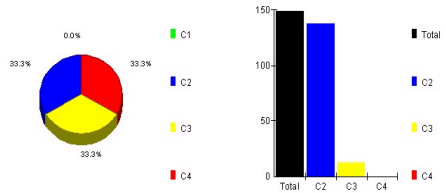
Personal Home

Customize

Associated Group: John F Kennedy BG

SORTS	C1	C2	C3	C4
Overall:	0	3	3	3
Equipment:	2	7	3	0
Training:	5	3	3	1
Personnel:	7	7	0	1

CASREP	C2	C3	C4
	137	12	0



SORTS Overall

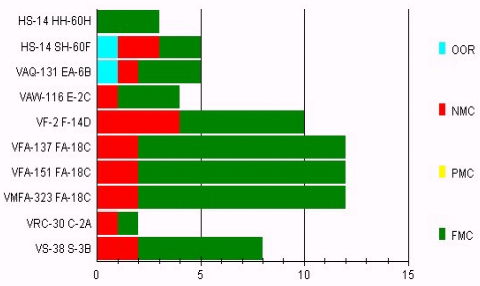
CASREP Counts

USER: CHAD | GROUP: OPLANs (9) | 5/16/00

Drag a column header here to group by that column.

Unit Name	CROVL	AMW	ASW	AAW	C2W	CCC	CON	CROVL PROJ	MOB
BELLEAU WOOD	3	2	-	4	4	5	-	1	5
BUNKER HILL	2	1	1	2	1	2	-	1	2
CALIFORNIA	2	2	2	3	1	1	-	1	2
CAMDEN	5	2	-	1	1	2	-	1	1
CLEVELAND	5	4	-	4	2	4	-	4	3
CUSHING	5	4	4	4	1	4	-	1	2
DAVID R RAY	2	4	4	4	1	4	-	1	4
ELLIOT	5	3	1	3	1	1	-	4	3
HEWITT	2	2	2	2	2	2	-	1	2
JARRETT	2	-	2	2	1	1	-	1	2
JOHN PAUL JONES	4	1	4	4	2	1	-	2	2
KINKAID	2	5	5	5	5	5	-	1	5
LAKE CHAMPLAIN	2	-	4	2	1	2	-	1	1
MOUNT HOOD	3	2	1	2	2	1	-	1	2
MOUNT VERNON	2	4	-	3	1	2	-	-	3

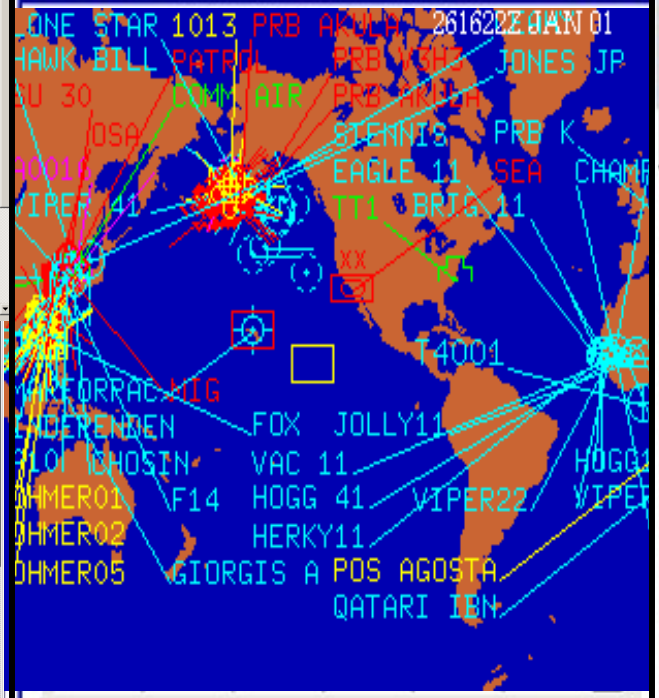
CONSTELLATION
NMC/PMC/FMC on 9/30/99



JOHN F KENNEDY
NMC/PMC/FMC on 9/30/99

DON CIO Phone Book

Mail Check



Bookmarks

American Airlines
MSN Portfolio

Channel Headlines

DON CIO DMI Metadata IPT

Regional Drawings

Take Away

- Leverage off of existing Readiness Reporting System
- Aligns to CNO directed Readiness Reporting Program
- Reduce Reserve funding requirements
- Provides architecture for Balance Score Card
- Provides Reserve manpower management tool for drill down capabilities
- Links to Joint Warfare Commander